Presentation Slides

to Accompany

Organizational

Behavior 10th Edition

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Chapter 9—Managing Interpersonal Conflict
and Negotiation

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Slide 9.1
Learning Objectives for Managing
Interpersonal Conflict and Negotiation

❖ **State the four basic levels of conflict in organizations**

❖ **Explain the five sources of interpersonal power that influence conflict management**

❖ **Name five interpersonal conflict handling styles and their use**

❖ **Identify the basic types of negotiation and negotiation strategies**

Slide 9.2
Effects of Various Dimensions of Conflict

DIMENSION	DIFFICULT TO RESOLVE	EASY TO RESOLVE
The issue itself	A matter of principle	Simply dividing up something
Size of the stakes	Large	Small
Continuity of interaction	Single transaction	Long-term relationships
Characteristics of participants' "groups"	Disorganized, with weak leadership	Cohesive, with strong leadership
Involvement of third parties	No neutral third party available	Trusted, prestigious, neutral third party available

Source: Adapted from Greenhaigh, L. Managing conflict. In R. J. Lewicki, D. M. Saunders, and J. W. Minton (eds.), Negotiation, 3rd ed. Boston, Irwin/McGraw-Hill, 1999, 7.

Slide 9.3
Primary Levels of Conflict
Within Organizations

❖ **Intrapersonal (within an individual)**

❖ **Interpersonal (between individuals)**

❖ **Intragroup (within a group)**

❖ **Intergroup (between groups)**

Slide 9.4
Basic Types of Intrapersonal Conflict

❖ *Approach–approach conflict*
  ❖ **An individual must choose among alternatives, each of which is expected to have a positive outcome**

❖ *Avoidance–avoidance conflict*
  ❖ **An individual must choose among alternatives, each of which is expected to have a negative outcome**

❖ *Approach–avoidance conflict*
  ❖ **An individual must decide whether to do something that has both positive and negative outcomes**
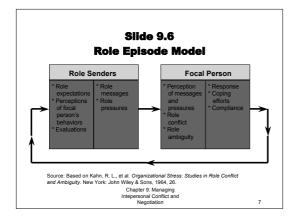

Slide 9.5
Conditions that Increase the Intensity
of Intrapersonal Conflict

❖ **Several realistic alternatives are available for handling the conflict**

❖ **The positive and negative consequences of the alternatives are roughly equal**

❖ **The source of conflict is important to the individual**

Slide 9.6
Role Episode Model

Role Senders		Focal Person	
* Role expectations * Perceptions of focal person's behaviors * Evaluations	* Role messages * Role pressures	* Perception of messages and pressures * Role conflict * Role ambiguity	* Response * Coping efforts * Compliance

Source: Based on Kahn, R. L., et al. *Organizational Stress: Studies in Role Conflict and Ambiguity*. New York: John Wiley & Sons, 1964, 26.

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Slide 9.7
Types of Role Conflict

❖ *Intrasender role conflict*

    ❖ **Different messages and pressures from a single member of the role set are incompatible**

❖ *Intersender role conflict*

    ❖ **Messages and pressures from one role sender oppose those from one or more other senders**

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Slide 9.7 (continued)
Types of Role Conflict

❖ *Interrole conflict*

    ❖ **Role pressures associated with membership in one group are incompatible with those stemming from membership in other groups**

❖ *Person–role conflict*

    ❖ **Role requirements are incompatible with the focal person's own attitudes, values, or views of acceptable behavior**

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Slide 9.8
Behaviors for Coping with Role Ambiguity

❖ **Initiating aggressive action**

❖ **Withdrawing**

❖ **Approaching the role sender or senders to attempt joint problem solving**

Slide 9.9
Sources of Interpersonal Power

❖ *Reward power*
  ❖ **An individual's ability to influence others' behaviors by rewarding them**

❖ *Coercive power*
  ❖ **An individual's ability to influence others' behaviors by punishing them**

❖ *Legitimate power*
  ❖ **A manager's ability to influence subordinates' behavior because of the manager's formal position in the organization**

Slide 9.9 (continued)
Sources of Interpersonal Power

❖ *Expert power*
  ❖ **An individual's ability to influence others' behaviors because of recognized competencies, talents, or specialized knowledge**

❖ *Referent power*
  ❖ **An individual's ability to influence others' behaviors as a result of being respected, admired, or liked**

Slide 9.10
Interpersonal Conflict Handling Styles

* *Avoiding Style*
  * **Unassertive and uncooperative**
* *Forcing Style*
  * **Assertive and uncooperative**
* *Accommodating Style*
  * **Unassertive and cooperative**
* *Collaborating Style*
  * **Assertive and cooperative**
* *Compromising Style*
  * **Intermediate level of assertive and cooperative behaviors**

Slide 9.11
When Should the Avoiding Style Be Used to Handle Interpersonal Conflicts?

* **The issue is of minor or passing importance**
* **Insufficient information to effectively deal with the conflict**
* **Low power relative to the other party**
* **Others can more effectively resolve the conflict**

Slide 9.12
When Should the Forcing Style Be Used to Handle Interpersonal Conflicts?

* **Emergencies requiring quick action**
* **Unpopular actions must be taken for long-term organizational effectiveness and survival**
* **Self-protective action is needed**

Slide 9.13
When Should the Accommodating Style Be Used to Handle Interpersonal Conflicts?

❖ **Need to defuse a potentially explosive emotional conflict situation**

❖ **Short-run need to keep harmony and avoid disruption**

❖ **Conflict is primarily based on personality and cannot be easily resolved**

Slide 9.14
When Should the Collaborating Style Be Used to Handle Interpersonal Conflicts?

❖ **High level of cooperation is needed**

❖ **Sufficient parity exists in power of conflicting parties**

❖ **Potential for mutual benefits, especially over long run**

❖ **Sufficient organizational support to take the time and energy for collaboration**

Slide 9.15
When Should the Compromising Style Be Used to Handle Interpersonal Conflicts?

❖ **Agreement enables each party to be better off, or at least not worse off, than without an agreement**

❖ **Achieving a total win–win agreement is not possible**

❖ **Conflicting goals block agreement on one person's proposal**

Slide 9.16
Basic Types of Negotiation

❖ **Distributive negotiations**

 ❖ **Involve win–lose, fixed-amount situations wherein one party's gain is another party's loss**

❖ **Integrative negotiations**

 ❖ **Involve joint problem solving to achieve results benefiting both parties**

Slide 9.16 (continued)
Basic Types of Negotiation

❖ **Attitudinal structuring**

 ❖ **The process by which conflicting parties seek to establish desired attitudes and relationships**

❖ **Intraorganizational negotiations**

 ❖ **Involve sets of negotiators representing different groups, and each set of negotiators tries to build consensus for agreement to resolve intragroup conflict before dealing with the other group's negotiators**

Slide 9.17
Matrix of Negotiated Outcomes

	Integrative	Distributive
STRATEGY OF PERSON A — Distributive	**Outcome:** Great for Person A Terrible for Person B	**Outcome:** Mediocre for Person A Mediocre for Person B
STRATEGY OF PERSON A — Integrative	**Outcome:** Good for Person A Good for Person B	**Outcome:** Terrible for Person A Great for Person B
	Integrative	**Distributive**
	STRATEGY OF PERSON B	

Source: Adapted from Anderson, T. Step into my parlor: A survey of strategies and techniques for effective negotiation. *Business Horizons*, May-June 1992, 75.

Slide 9.18
Key Tasks for a Mediator

❖ **Ensuring mutual motivation**

❖ **Achieving a balance in situational power**

❖ **Coordinating confrontation efforts**

❖ **Promoting openness in dialogue**

❖ **Maintaining an optimum level of tension**